



FY 2015-2018 Strategic Plan

Iowa Department of Human Rights FY 2015-2018 Strategic Plan

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Strategic Goals

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Our Mission

To ensure *basic rights, freedoms and opportunities* for all by **empowering underrepresented Iowans and eliminating economic, social and cultural barriers**. We help individuals *attain economic independence* by ensuring *access to government services* and advancing educational achievement and entrepreneurial success consistent with their aspirations.

Our Vision

DHR is the **results-oriented leader** in creating a more **inclusive and productive Iowa** where a society of economically independent individuals and engaged citizens contribute to the improvement of their communities

Purpose Statement

The Iowa Department of Human Rights will **advocate for underrepresented Iowans and foster hope within our communities** by educating individuals, businesses and government entities about the needs, rights and responsibilities of all Iowans. As a state agency, we have a special responsibility to **ensure accessibility to government in order to improve Iowans' quality of life**.

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Our Guiding Principles

DHR is accountable and data-driven.
DHR utilizes thoughtful communication and transparent decision making.
DHR is one organization, built on mutual respect.
DHR is the model of culturally affirmative government.
DHR promotes equality, equal treatment and equity for all Iowans.
DHR promotes equal opportunity and accessibility for all Iowans.
DHR ensures that Iowa's underserved populations are "at the table."

We operate as a state agency that applies our resources in a thoughtful way and can make a meaningful difference in the lives of people in the areas in which we work. Each staff member of the Department of Human Rights is responsible for bringing the words of the following beliefs to life:

- We are privileged to do this work.
- Our pursuit of excellence, with no conventional market signals, requires relentless self-examination and conviction to the ever-increasing importance of the department's work.
- Our success requires continuous personal and intellectual growth, careful listening, honesty and openness in challenging one another, personal and departmental humility, and high quality teamwork, leavened by a sense of humor.
- We must avoid conflicts of interest, honor trust, and maintain appropriate confidentiality.
- We are responsible for making prudent, wise, and leveraged use of all our resources, including our staff, reputation, ideas, networks, and money.
- We will make a meaningful difference by recognizing and pursuing opportunities, taking thoughtful action, nurturing a culture of open dialog, and seeking continuous self-renewal.
- We are guided by research, purposeful discussion, fact-based judgments, fairness, clearly articulated expectations, and by acknowledging and sharing our failures and successes with others.
- We hold ourselves to high standards of:
 - a. Proactive outreach and communication
 - b. Responsive direct service
 - c. Effective grant making

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Assessment

The Iowa Department of Human Rights is moving beyond the transitional period following a departmental reorganization and into a period of capacity building.

Internal Assessment

Our greatest strengths are the passion, dedication and competency of our staff, led by a cohesive executive team, comprised of the director, division administrators, the department's budget analyst and the policy coordinator. This strength is also a limitation, as the agency has historically struggled to preserve institutional knowledge. As staff leave due to retirement, new opportunities or health reasons, they take their years of advocacy experience with them. Institutional knowledge has become better-preserved as the department has emerged from its reorganization with fewer silos and more cross-training. This knowledge will continue to move from the individual to the agency level as DHR purposefully moves toward partnership and expanding the capacity of other agencies to meet the needs of underrepresented Iowans. This move toward capacity building is driven, in part, by a reduction in the size of the department in previous years. DHR no longer has staff capacity to provide significant direct client assistance. As resources shift, so must our focus. We can have a greater impact by working at the system-level to educate agencies about strategies to reach underrepresented Iowans, demonstrating how the Administration's goals can have a proportionately higher impact on underrepresented Iowans, and by implementing programming aimed at giving underrepresented Iowans the tools to be self-sufficient. The department will continue to rely on participation of diverse stakeholders, including more than 100 board, commission and council members, to bring ideas and concerns to the table. Significant staff time will be invested in supporting these volunteer positions, as there are more than two commission/council members for every one staff.

External Assessment

DHR is poised to take advantage of several opportunities. Underrepresented Iowans can be greatly influenced by the Administration's priorities, and we would like to offer ways to include diverse voices in the Administration's policy and planning. Iowa appears poised to undertake juvenile justice system reform, with the Division of Criminal and Juvenile Justice Planning providing critical data about outcomes and best practices. Anecdotally, more Iowans are becoming aware of their changing communities. The unmet needs of refugees and first generation immigrants are rising to the surface, positioning DHR to become a key voice as Iowa looks for multi-agency solutions. DHR can provide important data on these key issues, influencing policymakers and demonstrating the department's relevance. With such large issues also come unrealistic expectations about the scope of projects DHR is able to undertake. While we desire to bring our research and experiences to the table, we do not have the resources to singlehandedly implement solutions. Additionally, if the General Assembly continues to fund DHR at status quo levels without increases to cover mandatory salary increases, current DHR services will be jeopardized.

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Strategic Goals Summary

- 1. The department will provide support for the executive, legislative and judicial branches of government.**
 - a. Provide accurate information to influence decisions being made about lowans' lives.
 - b. Implement programs and services to support/achieve Administration's priorities.

- 2. The department will expand the capacity of other agencies to be more accessible to and inclusive of underrepresented lowans.**
 - a. Participate in system-level planning and policymaking to advocate for underrepresented lowans
 - b. Pursue new opportunities for cross-agency partnership
 - c. Assist agencies with strategies to reach under-represented lowans

- 3. The department will encourage and incentivize individuals to aspire to self-sufficiency, through its own programs/services and by influencing others' programs/services.**
 - a. All DHR programs will include self-sufficiency as a desired outcome
 - b. All DHR partnership projects should include an element related to self-sufficiency

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Goal 1 – The department will provide support for the executive, legislative and judicial branches of government

Lead: Director Wong
Team: Executive Team

Strategies	Actions	Measures	Person(s) Responsible	Due By
a. Provide accurate information to influence decisions being made about lowans' lives	The Department will complete required reports to the legislature and executive branch timely.	Reports completed timely	Executive Team	Ongoing
	Respond to inquiries from legislators, LSA, Governor's Office, Executive Branch agencies, and Judicial Branch with accurate data and in appropriate context within deadline.	% IGOV satisfied with information/services provided	Executive Team	Annually
		% of inquiries responded to on deadline (95% goal)	Executive Team	Annually
	Internal support provided ensures responses to executive, legislative, and judicial branches of government are based on the most current financial data.	The percentage of federal and financial reports are completed and submitted by the due date is at least 95%	Central Administration	Annually
		100% of audit reports are reviewed within 180 days of receipt	Central Administration	Annually

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Strategies	Actions	Measures	Person(s) Responsible	Due By
		The percentage of claims paid within 15 days is at least 90%	Central Administration, CAS, CJJP	Annually
	Initiate appropriate communication with policy makers around critical and emerging issues	% of emerging and critical issues communicated timely	Executive Team	Annually
b. Implement programs and services to support/achieve Administration's priorities	Track total number of programs and services supporting/achieving Administration's priorities: Youth Initiatives: State of Iowa Youth Advisory Council (SIYAC), Client Assistant Program (CAP), Iowa Youth Congress (IYC), and Youth Leadership Forum (YLF).	% of programs and services that support/achieve Administration's priorities	Executive Team	Semi-annually
	DCAA will administer the family development and self-sufficiency program.	The FaDSS program will measure outcomes related to administration priorities and report those results.	DCAA Staff	Ongoing
	Seek outside funding to support the administration's priorities.	# of grants, contracts, MOU's applied for # won # new \$ amount received	Executive Team	Annually

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Strategies	Actions	Measures	Person(s) Responsible	Due By
	CJJP will administer the Criminal Justice Information Systems Integration (CJIS), which allows the exchange of information between multiple law enforcement and court agencies' data systems, and enhances the efficiency, effectiveness, and accuracy of the criminal justice information.	<p>Number of new exchanges developed</p> <p>Number of jurisdiction exchanges added</p>	CJJP – CJIS Staff	Ongoing

Goal 2 – The department will expand the capacity of other agencies to serve underrepresented Iowans

Lead: Director Wong
Team: Executive Team

Strategies	Actions	Measures	Person(s) Responsible	Due By
a. Participate in system-level planning and policymaking to advocate for underrepresented Iowans	Outreach and community assessments to address specific underrepresented population needs.	At least 5 community assessments will be completed.	CAS Staff	FY 2018
	Solicit involvement of other agencies and groups in achieving Departmental goals	Partnerships established	Executive Team	Ongoing
	DCAA will develop and implement organizational standards for subgrantees regarding	Standards finalized and implemented	DCAA Staff	FY 2016

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Strategies	Actions	Measures	Person(s) Responsible	Due By
	engagement of low income citizens in agency and community activities.			
b. Pursue new opportunities for cross-agency partnership	Host open house to introduce other agencies to DHR programs/services/expertise	# of new partnerships	Executive Team	Annually
	Marketing effort to raise awareness of DHR programs/services/expertise	# of new partnerships	PIO, executive team, staff	End of FY2015
	Identify and track the level of interaction with governmental agencies and community partners	A list divided into three categories (Information and Referral, Technical Assistance, and Partnership) to identify level/degree of relationship with governmental agencies and community partners.	Executive Team/CAS Staff	Annually
c. Assist agencies with strategies to reach underrepresented lowans	Develop and distribute “best practices” guidelines on community-specific outreach	# of times guidelines distributed.	All divisions, advocacy staff	Ongoing
	Track interactions with governmental agencies related to increasing their capacity for underrepresented populations	# of agencies that report implementing best practices for outreach to underrepresented lowans.	Administrators/CAS Division staff	Updated quarterly

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Strategies	Actions	Measures	Person(s) Responsible	Due By
	Provide training and technical assistance to agencies regarding strategies for constituent engagement	Number of training and technical opportunities provided	Training Staff	Annually

Goal 3 – The department will encourage individuals to aspire to self-sufficiency, through its own programs/services and by influencing others’ programs/services.

Lead: Director Wong
Team: Executive Team

Strategies	Actions	Measures	Person(s) Responsible	Due By
a. DHR programs/client services will include self-sufficiency as a desired outcome	Review all current programs/client services for inclusion of self-sufficiency outcomes	Calculate the percent of programs/client services including self-sufficiency outcomes.	Administrators, staff	6/30/2015
	Develop, communicate, and review departmental guidelines	Track communication with DHR staff regarding guidelines.	Executive Team	10/31/2014
	CAS will include self-sufficiency in its youth initiatives: State of Iowa Youth Advisory Council (SIYAC), Client Assistant Program (CAP), Iowa Youth Congress (IYC), and Youth Leadership Forum (YLF)	These outcomes are measured by the pre- and post-tests of each youth initiative	CAS staff	Ongoing

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Strategies	Actions	Measures	Person(s) Responsible	Due By
	DCAA will assist households in becoming more energy self-sufficient by providing comprehensive energy efficiency services through the Weatherization Assistance Program.	Number of households served, average annual savings per household	DCAA Admin and Weatherization staff	Ongoing
	CJJP will fully implement the Juvenile Justice Reform and Reinvestment Initiative (JJRRI), which assesses the quality and effectiveness of juvenile justice services.	Number of judicial districts participating in JJRRI Number of services assessed by the Standardized Program Evaluation Protocol (SPEP) Recidivism Rate for juvenile offenders	CJJP Administrator and Juvenile Justice staff	Ongoing
b. DHR partnership projects should include an element related to self-sufficiency	Review all DHR partnership for inclusion of self-sufficiency	Calculate the percent of programs/client services including self sufficiency	Administrators, staff	Jan 1, 2015
	Develop and communicate departmental policy	Policy is developed and distributed to staff	Executive Team	Jan 1, 2015

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SWOT Analysis

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Strengths

Passionate, dedicated and competent staff; strong administrators

Representation and participation from diverse stakeholders, including 100+ board and commission members

Administration supports our work

Reputation for providing accurate data in pursuit of better policy

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Weaknesses

Preserving institutional knowledge

Inconsistencies in code make it more difficult for staff supporting boards/commissions.

Significant staff time supporting large number of commissions/councils

Watchdog reputation discourages some potential partners

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Opportunities

Greater involvement in the administration's goals: increasing family incomes, education, and job opportunities

Juvenile justice system reform

Growing public awareness of Iowa's changing population

Developing and driving systemic solutions to systemic barriers for underrepresented Iowans

Partnering:

- a) among divisions
- b) social, economic, political, and civic organizations to enhance our effectiveness/get technical assistance
- c) provide diversity and other training and TA to outside groups

Take advantage of grants

Provide accurate and relevant data to influence policymakers

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Threats

Lack of funding for mandatory salary increases jeopardizes services over long term

Unrealistic expectations about scope of projects DHR is able to undertake